

1F- Academic & Clinical Relationships

A. Search for

2- committees: Agenda, Minutes, memoranda, Notes, 1933-1945

C- 1945

MINUTES OF THE MEETING OF THE

SCHOOL OF NURSING COMMITTEE ON AFFILIATION WITH AN EDUCATIONAL INSTITUTION

March 19, 1945

Time and Place A meeting of the School of Nursing Committee on Affiliation with an Educational Institution was held at the Massachusetts General Hospital, Boston, Massachusetts on Monday, March 19, 1945.

Call to order The meeting was called to order by the Chairman, Mr. Francis C. Gray at 1 P. M.

Those present Mr. Francis C. Gray, Chairman
Dr. James H. Means
Mrs. Robert Homans
Miss Helen Wood
Mrs. W. K. Jordan
Miss Jane Mesick

and

Dr. N. W. Faxon	Ex Officio
Miss Sally Johnson	" "
Miss Ruth Sleeper	" "

Minutes In lieu of minutes Miss Johnson reviewed the two motions in minutes of last meeting, and informed the Committee that Miss Taylor had conferred with Miss Sleeper and herself early in December. Miss Taylor suggested changing The Coordinating Committee as set up on original organization pattern to A Joint Board of Control as it now appears on sheet entitled Readjusted Pattern Showing Organization and Control. Miss Taylor had also suggested that an Administrative Committee of the School of Nursing replace the Joint Academic Committee. Miss Johnson informed the Committee that she, Miss Sleeper and Dr. Faxon had met with Mr. Makechnie who had advised them that in his opinion the next move would be for Dr. Faxon to meet with President Marsh and offer a specific proposal for the establishment of a Boston University - Massachusetts General Hospital School of Nursing.

Dr. Faxon stated that the materials sent to the members of the Committee previous to this day's meeting represented what he would like to present to President Marsh. He added that before he could talk with President Marsh he must have the approval of this Committee on this material.

Miss Sleeper said that in Miss Johnson's and her opinion the title of the material should be a "tentative" rather than "specific" proposal.

Discussion of the "Specific Proposal" followed.

Miss Wood questioned whether "programs in nursing education" in paragraph under Administrative Control (c), would not become confused with the Division of Nursing Education, and suggested that the sentence read - (c) approve the curricula to be offered by the School.

Miss Jordan questioned the statement in same paragraph (b) "approve the recommendations for office of Dean." She wondered how much authority the University would expect to have in the appointment of the Superintendent of Nurses at the Hospital, and whether Boston University had any specific criteria for appointments. This brought up a general discussion as to the policies the University might have on racial and religious discrimination etc. Dr. Faxon felt that the matter of appointment had been taken care of in the paragraphs on page 2 relative to Administrative Staff. He pointed out that it was exactly the same procedure as followed by the Hospital in selecting a Chief of a Service in the Hospital who would also be appointed to a special chair on the faculty of Harvard Medical School. It was decided to inquire into the requirements of the University, and to change the wording in paragraph #1 page 2 to read "the President and Director shall make a nomination to the Joint Board of Control, who shall approve the nomination and forward it to the Trustees of Boston University and the Massachusetts General Hospital for appointment."

In discussing the items in the paragraph entitled Financial Support, Miss Sleeper pointed out that "it would appear that although the School of Nursing was to be financed jointly, according to the material at hand, it would appear to be financed entirely by the Massachusetts General Hospital."-----That as yet there had been no word from Boston University as to what financial support the University would give to the joint project. That so far no consideration had been given as to who should hold the funds. At the New York-Cornell University School the hospital holds all the money, because it pays all costs; and at Columbia University-Presbyterian Hospital the money is held by the University comptroller who pays all bills at the end of the year after salaries and other charges have been paid; any money remaining is turned back to the hospital. In answer to a question from Miss Wood as to whether other schools in the University had their own budget, Miss Sleeper said they did have, but that there was one great difference between a nursing and other schools. Whereas the major costs of the other schools were at the University, the major costs of this school would be here at the hospital. There was general discussion as to wisdom of stating "That any deficit of the School of Nursing during the period of residence in the Hospital, be met by the Hospital, this being justified by nursing service rendered by students." Dr. Faxon pointed out that although shorter hours would increase the cost to the Hospital, the decrease in hours must be faced for both student and graduate nurses whether the Boston University-Massachusetts General Hospital School plan goes through or not. It was decided to change the sentence to read "During the period of residence in the Hospital, any deficit of the School of Nursing will be met by the Hospital, this being justified by nursing service rendered by students."

There was general discussion on who would hold endowment funds left to Boston University for use by School of Nursing, or to the Hospital for the same purpose. Miss Sleeper emphasized that she and Miss Johnson would feel very strongly that they would not wish the present endowment fund of the M. G. H. Alumnae turned over to Boston University. Miss Wood wondered if the question of who should handle endowment funds might not be a subject for argument. Dr. Means questioned what the legal status of the Boston University-Massachusetts General Hospital School would be. Would it be a part of both Corporations? Miss Mesick wondered if there might not be trouble over funds left jointly. Miss Sleeper suggested that a legal agreement would have to be drawn up later in which this would be included.

Discussion whether it was wise from the Hospital point of view to include in the proposal that all persons appointed to the Faculty should hold at least a Baccalaureate degree. Mrs. Jordan brought up the point that this would limit

the Hospital more than it limits the University. Mr. Gray suggested that mention of a Baccalaureate degree be left out.

Miss Sleeper then took up the subject of Student Fees. She spoke first of the three-year student and informed the Committee that a survey of costs in the Boston area showed the Children's Hospital to be the highest at \$279.50, the Faulkner next at \$200.00. Under the suggested plan a three-year student would take Science courses at Boston University tuition for which would be about \$125.00. The student would still pay \$75.00 tuition and fees as listed when she entered the clinical period here. The cost to the student was increased, because the student was to pay for her own uniforms and books. Miss Wood raised the question as to whether Miss Sleeper's estimate of cost of books was not too low.

Miss Sleeper then discussed the costs for the five-year student. The estimate was based on present tuition rates at Boston University, although it was believed that the tuition was to be increased to \$375.00 per year. The various items of cost to five-year student were reviewed. Mrs. Homans inquired about the cost during the two years at the University. Miss Sleeper explained that a great deal would depend upon where the individual student lived, at home, or in one or another of the dormitories which are of different prices.

Dr. Means brought up question of status of the three year student in University. It was explained that three-year students would be registered in the University, where they would have the basic science courses, and that they would receive a diploma from the Boston University-Massachusetts General School. Because of the statement "That while the Boston University - Massachusetts General Hospital School is being conducted neither the Boston University or Massachusetts General Hospital shall set up any other separate school of nursing ----" Dr. Means questioned what might happen to the Simmons College students affiliating here, and students from other hospitals also. It was agreed that a statement should be included to safeguard the continuance of the Simmons and other affiliations. Miss Sleeper announced the hope that the Simmons group might be included in the classes planned for the five-year students. Mr. Gray went back to discussion of costs to students, saying it would average \$200.00 a year for 5 years. Miss Sleeper said it would be \$762.00 plus maintenance for the first two years, and \$171.00 when the student entered the three clinical or hospital years in the course.

Miss Wood brought up the question of who decides admission requirements for the three year student registered at Boston University. Miss Sleeper answered that at the Present time every department in Boston University takes care of own admissions. The subject of transfers to the five year course was discussed briefly. Miss Wood brought up the question of giving credit for two years of Junior College. Miss Sleeper said that Mr. Makechnie had not been prepared to say whether they would accept a student after two years. That such a plan would depend upon the program set up.

Miss Sleeper explained reasons for suggesting that the Boston University - Massachusetts General Hospital School headquarters be at the Massachusetts General Hospital. It was agreed that this location was much to be preferred.

Mr. Gray questioned whether Dr. Faxon should go immediately with proposal to President Marsh or whether the Committee should vote to send proposal to the Hospital Trustees. Mrs. Homans and Mr. Gray agreed that they did not understand the financial part well enough to discuss it intelligently for the Trustees. Dr. Faxon felt that he would rather have the backing of the Trustees before he went to President Marsh.

Mrs. Homans and Mr. Gray felt they would like to have further discussion of finances before going to the Trustees, and it was decided that Mr. Gray and Mrs. Homans would meet with Miss Johnson and Miss Sleeper before meeting of Trustees on Friday, March 24th 1945. Miss Johnson explained the importance of Dr. Faxon's conference with President Marsh in the very near future, and asked if President Marsh might not have something new to offer, or some change to make which would be necessary for the Trustees to consider. It was decided that the matter should be put before the Trustees first and

otion

It was moved and voted that "this Committee approve the plan as corrected, and recommend that it be presented to the Trustees of the Massachusetts General Hospital for their consideration."

3/19/45

Minutes of
Meeting

Meeting March 19-1980

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MASSACHUSETTS GENERAL HOSPITAL

SCHOOL OF NURSING COMMITTEE ON AFFILIATION WITH AN EDUCATIONAL INSTITUTION

March 19, 1945

A G E N D A

1. Call to order.
2. Minutes of previous meeting.
3. Remarks relative to votes of November meeting.
4. Discussion of "Specific Proposal."
 - A. Suggested changes and additions.
5. Recommendation relative to approval of tentative proposal for Dr. Faxon to take to President Marsh.
6. Effect of new school program on cost of nursing service.
 - A. Larger body of graduate nurses needed to compensate for shorter student hours.

NOTES

At the meeting of this Committee held November 29, 1944, the second vote was that Miss Effie Taylor, Dean Emeritus of the Yale School of Nursing, be invited to confer with Miss Sleeper and Miss Johnson. Miss Taylor visited us in December. Miss Taylor made a recommendation relative to the organization, to which Miss Sleeper will refer in the presentation of her material. In substance it was to use the term "Joint Board of Control" rather than Coordinating Committee, and to use the term "Administrative Committee of the School of Nursing" rather than Joint Academic Committee.

At the November meeting it was voted that Dr. Faxon, Miss Johnson and Miss Sleeper meet with President Marsh to further discuss the possibility of a Boston University - Massachusetts General Hospital School of Nursing. As a part of the preparation for that discussion Mr. Makechnie came to the Hospital for a conference with Miss Johnson and Miss Sleeper, and was also several times consulted by telephone. It was

Mr. Makechnie's opinion that the next discussion should be between President Marsh and Dr. Faxon, and not include Miss Johnson and Miss Sleeper. Mr. Makechnie believes that Dr. Faxon's material should include items of a tentative budget for the School, and items of a proposal.

Miss Sleeper has been working on these items, and it the budget and the proposal that Miss Sleeper will present for discussion at this meeting.

The desired outcome of this meeting is a recommendation from this committee relative to the items which Dr. Faxon will discuss with President Marsh.

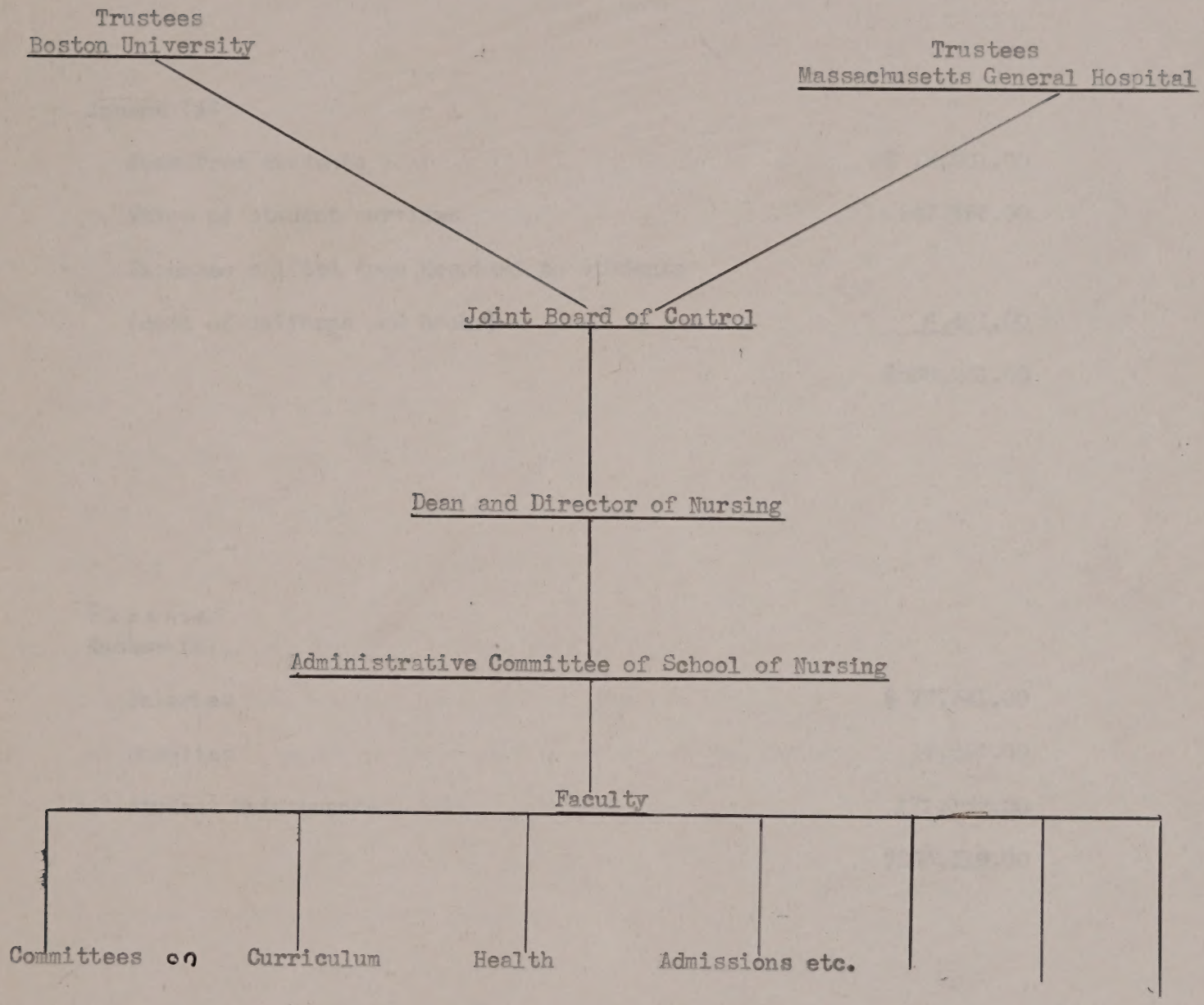
Question: When should a report of the progress of this Committee be presented to the full Board of Trustees?

Outcome: Endowment - (77,000) '2,000,000.
to free funds to care for - or finance the nursing service -
137,000 School saved.

Note

- ① Not prepared by an expert accountant
- ② Cost Hospital more for Nursing Service.
Should be Endowment of School to release money for nursing service.
- ③ Income = never feel - for pay cost of school which does not equal money value of students' service.

READJUSTED PATTERN SHOWING ORGANIZATION AND CONTROL



Summary of Income and Expenses

Income (A)

Fees from students	\$ 12,201.00
Value of student services	247,669.00
Expenses shifted from Hospital to students (cost of uniforms and books)	<u>8,481.00</u>
	\$268,351.00

Expenses

~~Income~~ (B)

Salaries	\$ 77,541.00
Supplies	17,826.00
Student Maintenance	<u>171,152.00</u>
	\$266,519.00

Tentative Estimate of

Annual Income from Students while at the Hospital

Under Boston University - Massachusetts General Hospital Plan

Fees from three-year students

Tuition at 75.00 for 125 students 9,375.00

Registration at 5.00 for 125 students 625.00

Library fee at 3.00 for 125 students 375.00

10,375.00

Fees from five-year students

Tuition at 75.00 for 22 students 1,650.00

Registration at 5.00 for 22 students 110.00

Library fee at 3.00 for 22 students 66.00

1,826.00

Income from student services - three year students

First year students, 108 for 5 months, 50% of
graduate nurse or 75.00 per month-----40,000.00Second year students, 104 for 6 months at
70% of graduate nurse or 105.00 per month -
2 months at 50% of graduate nurse or
75.00 per month-----81,120.00Third year students, 100 for 7.5 months at
80% of graduate nurse or 120.00 per month-----30,000.00

211,620.00

Income from student services - five year students

Third year students 21 for 9 months at 50% of
graduate nurse or 75.00 per month-----14,175.00Fourth year students 20 for 5 months at 70% of
graduate nurse or 105.00 per month----- 8,583.20

Fifth year students 20 for 5 months at 80% of

Possible Savings to the Hospital

When Student Hours Are Shortened and Costs to Students Increased

Uniforms now are supplied by the Hospital at an

average cost of \$53.78 per student in three years.

Probable savings to the Hospital if students

furnished their own uniforms

Three-year students will save-----5,664.88

Five-year students will save-----1,111.46

6,776.34

Textbooks now furnished in part by the Hospital

at an average cost of \$14.35 per student in three

years.

Probable savings to the Hospital if students

furnished their own books

Three-year students will save-----1,705.52

1,705.52

Total Income and Savings as Estimated

under plan with Boston University-----259,870.40

GRAND TOTAL 268,352.26

Probable Annual Expense

Under Boston University - Massachusetts General Hospital Plan

Exclusive of Expenses for Instruction at Boston University

Class Room

Supplies and equipment-----\$3,300.00

Laboratory

Supplies and equipment

Science laboratory-----300.00

Nutrition laboratory-----300.00

Office Supplies and equipment-----2,600.00

Publicity-----1,000.00

Graduation expenses-----2,000.00

(Pin, diploma and case, exercises and reception)

Scholarships-----2,000.00

Library books and magazines-----400.00

Health, care at approximate average of 13.00 per

student per year

average of 321 three-year students at 13.00-----4,173.00

average of 61 five-year students at 13.00-----795.00

Travelling-----200.00

Recreation and entertainment-----600.00

Accrediting fees (N.L.N.E. and A.C.S.N.)-----160.00

\$17,826.00

BROUGHT FORWARD-----17,826.00

Salaries chargeable to School 77,541.00
(including maintenance)

Cost of student maintenance 171,152.00

Estimated total annual cost of School \$266, 519.00

Method Used to Determine Annual School Enrollment

Three-year students

Admitted to preclinical course annually 125 students

Loss during preclinical course 14%

Enrolled as first year students 108 students

Loss during first year 4%

Enrolled as second year students 104 students

Loss during second year 4%

Enrolled as third year students 100 students

Five-year students

Admitted to University annually 25 students

Loss during first two years 15%

Enrolled as third year (hospital) students 21 students

Loss during third year 5%

Enrolled as fourth and fifth year students 20 students

Method Used in Estimating Value of
Student Services to the Hospital

Three-year students

First year

First six months, no value assigned to service

Five months estimated at 50% value of graduate staff nurse
or \$75.00 per month per student.

One month vacation - no value assigned

Value per student in first year-----\$375.00

Second year

Six months on surgical and pediatric wards estimated at
70% value of graduate staff nurse or \$105.00 per month per student.

Two months in operating room estimated at 50% value of graduate
staff nurse or \$75.00 per month per student.

Three months affiliation at Boston Lying-In Hospital - No value
to the Massachusetts General Hospital.

One month vacation - no value assigned.

Value per student in second year----- 780.00

Third year

Seven and a half months on medical, surgical and Out-Patient
assignment, estimated at 80% value of graduate staff nurse
or \$120.00 per month per student.

Three months affiliation at McLean and two weeks affiliation in
Public Health - no value to Massachusetts General Hospital

One month vacation - no value assigned

Value per student in third year-----900.00

Five-year students

First year - At Boston University

Second year - 8 months at Boston University

1 month vacation

3 months at Hospital - no value assigned to service.

Third year

First two months - no value assigned.

Nine months on medical and surgical wards estimated at 50% value of graduate staff nurse or \$75.00 per month per student.

One month vacation - no value assigned

Value per student in third year-----\$675.00

Fourth year

Twelve weeks on pediatric wards estimated at 70% of value of graduate staff nurse or \$105.00 per month (24.23 per week)

Eight weeks in operating room estimated at 50% value of graduate staff nurse or \$75.00 per month (17.30 per week)

Three months on affiliation at Boston Lying-In, two months at McLean, six weeks at Eye and Ear Infirmary - no value to Massachusetts General Hospital

Four weeks vacation - no value assigned

Value per student in fourth year-----429.16

Fifth year

Eight weeks affiliation in Public Health - no value to Massachusetts General Hospital.

Twenty-four weeks on medical, surgical, and Out-Patient assignment estimated at 80% value of graduate staff nurse or \$120.00 per month per student (27.69 per week)

Value per student in fifth year-----664.56

Estimate of Cost of Student Maintenance

Basis of estimate

Cost of meals - \$28.00 per month (average) per student

Cost of room - 16.00 " " " "

Cost of laundry - 5.00 " " " "

\$49.00 per month average cost per student (or

\$11.30 per week)

Three-year students

Preclinical period, 125 students for 6 months at \$49.00 = \$ 36,750.00

First year, 108 students for 5 months at \$49.00 = 26,460.00

Second year, 104 students for 8 months at \$49.00 = 40,768.00

Third year, 100 students for 7.5 months at \$49.00 = 36,750.00

Five-year students

Summer of second year, 21 students for 3 months at \$49.00 = 3,087.00

Third year, 21 students for 11 months at \$49.00 = 11,319.00

Fourth year, 20 students for 26 weeks at \$11.30 = 5,876.00

20 students for 5 months at \$49.00 = 4,900.00

Fifth year, 20 students for 24 weeks at \$11.30 = 5,424.00

Annual Total Estimated Cost of Maintenance \$171,152.00

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Estimated Income from Courses

Taught by Nurse Members of the Boston University - Massachusetts General Hospital Faculty
to Five Year Students in First Two Years at Boston University

Freshman hygiene, 1 semester hour at \$10.50

per student for 25 students-----\$262.50

Orientation to Nursing, 2 semester hours at \$21.00

per student for 25 students----- 525.00

History of Nursing, 2 semester hours at \$21.00

per student for 25 students----- 525.00

Matriculation fee \$5.00 per student

for 25 students----- 125.00

Income from student is at rate of \$10.50 per semester hour.

The instructional rate paid to other schools is at the rate of \$8.00 per semester hour. The difference between \$10.50 paid by student and \$8.00 paid to other schools in University, or \$2.50 per student, goes to overhead of the School, i. e. secretarial help, publication of catalogues, rent, etc.

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Cost of Course to Student

Under Boston University - Massachusetts General Hospital Plan

Three-year Student

Comparison of costs

<u>Present</u>		<u>Proposed</u>	
Tuition, paid on entrance only----	75.00	for courses at college-----	125.00
Registration fee-----	5.00	for clinical period-----	75.00
Uniforms-----	46.00	estimated at-----	15.00
Books-----	12.00	estimated at-----	60.00
Student activity fee-----	5.00	estimated at-----	30.00
Breakage deposit (refundable)-----	10.00	-----	5.00
Key deposit (refundable)-----	1.00	estimated at-----	15.00
Graduation fee-----		-----	1.00
Laboratory fee-----		estimated at-----	10.00
Present Total	154.00		346.00

Increase in cost to three-year student for entire

three years = \$192.00

Five-year Student:

Costs during two years at University

Tuition for two years at 340.00 per year-----	680.00
Laboratory fees, approximately-----	20.00
Student Association fee-----	1.00
Books, approximately-----	50.00
Gymnasium equipment, approximately-----	10.00

Cost without maintenance-----	_____
	762.00

Maintenance in the dormitories ranges from
 280.00 per year in the cooperative House to
 414.00-590.00 per year in the other dormitories.

Costs during three years at Hospital

Tuition - paid on entrance only-----	75.00
Registration fee-----	5.00
Uniforms - estimated at-----	60.00
Books - estimated at-----	15.00
Student activity fee-----	5.00
Breakage deposit, refundable-----	10.00
Key deposit, refundable-----	1.00
	171.00

Graduation fee at University-----	18.00
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Total cost to five-year Student	951.00+
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maintenance for two years

Material Prepared for March 19-1945

Five-year estimate

Costs during two years of University

Tuition for two years at \$40.00 per year
 Laboratory fees, approximately
 Student Association fees
 Books, approximately
 Graduate equipment, approximately

Cost without maintenance

\$18.00

Maintenance in the hospital for two years

\$20.00 per year in the hospital for two years

\$1.00-2.00 per year in the hospital for two years

Costs during three years of University

Tuition - paid on entrance only
 Registration fees
 Uniforms - estimated at
 Books - estimated at
 Student activity fees
 Graduate fees, approximately
 Key deposit, refundable

\$21.00

\$1.00

\$21.00

Maintenance for two years

Memo. for Meeting of Board of Trustees.

March 23 - 1945 -

Survey
from beyond

At meeting of Advisory Committee to Board of Trustees - June 12 - 1942
Principal Recommended for Consideration

1. That school seek approval & educational institution which
has power to grant an academic degree to the graduates
of this school

2. That the first approach be made with the proper
authorities at Harvard University.

3. That such an approach be made after a Committee
has been organized and given time to study the
various factors involved in such an application.

Mrs. Gray in absence of Miss Dorman acted as Chairman
of this meeting.

The Committee voted to accept ~~and act upon~~ ^{the recommendations}
and report them to the Board of Trustees for action.
The recommendations, ~~state above~~ are Mr. Gray's efforts - to Com.

Miss Dorman - Dr. Means - Miss Hunt - Mrs. Hornum -
Et - Opine - Dr. Lee - Miss Johnson - Miss Sloper.

At request of the Committee Mrs. Gray accepted membership,
and at request of Miss Dorman became the Chairman.

Advisory Committee - Miss Wood Mrs. Jordan -

The Vote of the Advisory Committee was reported to Board of Trustees
on June 29 - 1942 and it was voted -

That the action suggested in the vote of the Advisory
Committee be approved, subject to a report of the Special
Committee to the full Board.

Committee had several meetings recommended
on Dec. 11 - 1942. Mrs. Gray reported to the Board that
Harvard University be approached regarding an affiliation with
School of Nursing and Radcliffe College -

⑤ Boston University as found not interested -
 1st Conf. ^{Dr. H.} - Oct. 4 - 1944 - 2nd Conf. - Dec 2 - 1944 - }
 Pres. March - ^{With appeal} ~~Appeal~~ Committee in Oct 9 - 1944
 Mr. Augustus P. Loring Jr.
 Mr. Philip Jewell -
 Dr. Sheldon Warren -
 Mr. Walter R. Whitney -
 Mr. Francis C. Gray.

Major Factor is Cost of such a school -
That considering this money. Points of Proposal

② Dr. Foxon conferred with President March - March 24 - 1948 -
Pres. March asked for 7 copies of the Proposed.

⑪ Reply to "proposed" - three major objections:

No. of Sticks - Prepared - 480
 " " " now -
 Total of mostly Dead Chunks - 360

$$135 + 54 = 189 \text{ for duty } \times 1800 = 340,200.$$

8.52

Endowment -

$$\begin{array}{r} 36,000 \\ 16,000 \\ \hline 52,000 \end{array}$$

Growth of Eng. program
1307 students - 137 names off -

Every other outstanding school - Ballena - N.Y. - U
Johns Hopkins New Ham Yale -
Pres. Col.
Lohrville - W.P.
New Eng. { U. of Maine
N.H.
V.
R.I. State
Conn. - Ohio - U of Cal.

Officials -

Graduates -

Daughters of Alumni -
Machin Men -
Not into families of leaders

R.I. - Pawtucket -

Most Universities : Minn. - Wis. - Mich. -

Vanderbilt

Duke -

Stanford - Port-graduate
U. of Tennessee giving up 3 yrs course
With degree

Have - Affiliations -
Society.
Chronic Diet.

Attraction

Better prepared students -
Teach - Superior - knowledge -
Basis for specialists -

Other Eng. = S.S.
O.T.
Dietary.

[Faint, illegible handwriting throughout the page, likely bleed-through from the reverse side.]

in

Miss Johnson's Copy

2

MINUTES OF THE MEETING OF THE

SCHOOL OF NURSING COMMITTEE ON AFFILIATION WITH AN EDUCATIONAL INSTITUTION

May 15, 1945

Time and Place A luncheon meeting of the School of Nursing Committee on Affiliation with an Educational Institution was held at the Massachusetts General Hospital, Boston, Massachusetts on Tuesday, May 15, 1945.

Call to order The meeting was called to order by the Chairman, Mr. Francis C. Gray at 12:30 P.M.

Those present Those present were

Mr. Francis C. Gray, Chairman
Dr. James H. Means
Mrs. Robert Homans
Miss Helen Wood
Mrs. W. K. Jordan
Miss Jane Mesick

and

Dr. N. W. Faxon	Ex Officio
Miss Sally Johnson	" "
Miss Ruth Sleeper	" "

Minutes The minutes of the meeting on March 19, 1945 were accepted as circulated.

Miss Johnson reviewed the action taken at the previous meeting and read the two letters received from President Marsh, emphasizing Boston University's obligation to the Massachusetts Memorial Hospitals, the University's interest in an undergraduate nursing school of its own, its unfavorable response to the inclusion of the three year program in the collegiate school, because this would prevent membership in the Association of Collegiate Schools, and its concern over a joint controlling body for a school within the University.

The value of membership in the Association of Collegiate Schools was discussed from the point of view of the University as an attraction for faculty and students.

Dr. Faxon voiced the belief of the Committee that the chances were small that the original objective could be reached with Boston University and that three possibilities were now open; (1) set up a school with Boston University and relinquish the name of the School; (2) return to Simmons for further discussion; (3) apply for the privilege of granting a degree here in the Massachusetts General Hospital School.

The following points were brought out in the ensuing discussion

That if Boston University set up the school of nursing it would probably be a type of central school similar to the University of Minnesota; that the Massachusetts General Hospital would lose control of its School under a centralized program; that the Massachusetts General Hospital three-year

School would be weakened by such a plan; that the Massachusetts General Hospital Alumnae would not wish to relinquish the name of the School to any colleges except Harvard or Radcliffe. It was emphasized that until some definite and preferred plan could be found it would be wise to keep the door at Boston University open.

The plan originally presented to Radcliffe was discussed, including the inability to shorten the combined program by securing credit for nursing courses even though taught by doctors on the Medical School faculty; the impossibility of arranging college and nursing school programs in a combined pattern similar to that of Simmons College; the tendency for girls in a liberal arts college to withdraw from the nursing program to other concentrations in college; the value of a small five year group to the three-year School.

Mr. Gray emphasized the fact that although some of the factors in President Marsh's letter might be modified, he was inclined to believe Boston University would not give up the idea of full control and therefore he did not believe the Massachusetts General Hospital Trustees would be interested in the Boston University proposal.

The possibility of a plan with Simmons College was discussed. Miss Wood explained the College's lack of facilities to teach the sciences for such a large group.

The proposal that the Massachusetts General Hospital secure the privilege of granting a degree was considered and laid aside as unsound. It was suggested that the door to Boston University might be kept open by accepting Boston University students for affiliation if and when a nursing school were opened there.

In concluding the discussion two motions were made and carried

1. That Dr. Faxon reply to President Marsh that his letter had been received, that it is now under consideration, and that he will communicate with him later.
2. That Mr. Gray report to the Trustees that conversation will be re-opened with Radcliffe on possible plans which might be worked out there.

May 15, 1945

Miss Johnson: Reviews what happened at March 19th Meeting and brought member of Committee up to date. Read two letters from President Marsh.

Mr. Gray: Are these the minutes of the previous meeting? Answer was "No." "Minutes of previous meeting have been sent out." Asked to have minutes approved without being read. It was so voted. Mr. Gray informs members of Committee that he has attended only one meeting of Boston University Committee. That as far as he can see that it is a question of loyalty to Mass. Memorial Hospitals as far as Boston University is concerned. Asks "Is the show over with them

Miss Wood: Yes.

Miss Johnson: President Marsh emphasizes fact of wishing to set up their own School of Nursing. Want whole control. Want to be able to open door to Mass. Memorial. Not interested in 3-year program. We feel it would be unfortunate to close door at Boston University. May find ourselves talking with them again about 5-year course. We would give our own 3-year course. Could not be a member of Associated Collegiate Schools of Nursing, if they set up a 5-year course with us

Miss Wood: Simmons is an active member. Was a charter member.

Mrs. Jordan: Is it difficult for a nurse to be placed in responsible administrative position if she is not a member of the Association, or is not a graduate of a school that is?

Miss Sleeper: The Association is a measuring rod for Schools of Nursing.

Mrs. Jordan: I suppose B. U. would like to be entitled to be a member of this Association.

Miss Wood: No question about it - or that the graduates of this School would have a better chance as graduates. We feel we would get a better grade of rank and file students and faculty.

Dr. Means: Well it is perfectly obvious what he (President Marsh) was saying.

Dr. Faxon: There are two points. What we started at Cambridge - retention of the name of Massachusetts General. It is obvious that the chances of achieving that with B. U. is practically nil. If I correctly interpret this letter, they are interested in setting up a B. U. School of Nursing with clinical affiliation with the M.G.H. Are we at a point where we are willing to relinquish this name? Question in my mind whether or not we wish to do it with B. U. or shall we go back to Simmons? There is a third possibility. Is there any hope, or would it be a step in the wrong direction to say 'Let us apply to the Council for right to grant degrees.' I am not saying I approve of it. But it is something we might very well consider. Am not sure we would get such a right granted to us. After all a hospital is an education institution.

Mrs. Jordan: We would have no control at B. U.

Miss Sleeper: It would depend on whether B. U. set it up. If they admitted students with the understanding that they could go to

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one of several schools -

Miss Wood: That was old 5-year plan at Simmons.

Miss Sleeper: If a student came down and applied to us, and we accepted or not as we chose.

Mrs. Jordan: What about the future education of nurses in this area?

Dr. Faxon: I studied that by considering situation in Minnesota. University of Minnesota set up a University School of Nursing. They supply all the hospitals in that area. There you have to opportunity of a central school of nursing supplying all the hospitals. You have got to think twice before you accept it. Nevertheless a very large number of people would have to be prepared - to supply to us 300 student nurses. If they want the Mass. Memorial, Brigham etc. it runs into a large number of people.

Mrs. Jordan: Is it possible to strengthen the Nursing School by being a "Clinical experience."

Dr. Faxon: School would win but the hospital would lose.

Miss Sleeper: I think we would lose in relation to the school too. If D. U. were to set up a central school of nursing, and we were to participate in that school I think we would find that our 3-year people would tend more and more to go to D. U. We would have less good material here.

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Dr. Means: Had they thought of setting up a school before you came to them with this plan?

Miss Johnson: No. We may have brought it to their attention.

Mr. Gray: Has this communication from President Marsh been acknowledged?

Answer No.

Mr. Gray: I called up Gus Loring. He said "What is the done now really? I said I think D. U. is missing a good opportunity. He said "I don't think much can be done along the lines of that memorandum." If they feel loyalty to Mass. Memorial there is nothing for us to do unless we are willing to be one unit among two or three other schools.

Miss Sleeper: They mentioned Peter Bent Brigham, Children's Hospital etc. It would appear to include anyone who wishes to go to them.

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Miss Sleeper. We could not compete. There is a tendency toward a 4 year program in nursing. We can not afford to go beyond 5 years.

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Dr. Faxon: Open them to Harvard students.

Mrs. Jordan. I know that my husband feels he would like to try it. Would be interested to do it on an experimental basis.

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Miss Sleeper: I would like to know from B. U. whether or not they would give us reconsideration if we were to modify our original proposal. Seemed queer that they did not offer to talk it over further. I wonder whether or not we could go to B. U. with a reconsidered proposal saying that we would leave the 3-year program out, and that we could reconsider the control. Would it be possible for them to have a B. U. - M. G. H. School and a B. U. Mass. Memorial School?

Miss Wood: I think you have to withdraw that request.

Dr. Means: What is the Brigham doing about this?

Miss Johnson: They have had so much trouble getting a new Unit. of Nurse Dr. Wilhelm has said they are not interested. Think they are a little slower getting at it.

Miss Wood: The University of Maine set up a 5-year program. People went to the University for a year. If students wished to go into nursing they decided where they wanted to go. Could make a choice as to which hospital they wished to go. As a matter of fact two of these people have faded out of the picture. The third hospital can offer so much more. I would be inclined to think that there is not quite that discrepancy here, but suppose there is a 5-year program at B. U. and we become a unit, and that at a certain point the student decides which of various schools she wishes to go. We at the General can offer something superior. I think the majority would go to the General. Of course the M. G. H. would not give the diploma.

Miss Johnson: In our old set up we have 63 women who are graduates of Simmons College-M.G.H. Before you reorganized. I think they thought of themselves just as much graduates of M.G.H. as Simmons.

Dr. Faxon:- I think you are thinking of things too long ago.

Miss Sleeper: I think these programs that are set up like Maine and University of New Hampshire are not considered the strongest. Educationally there is not full

control. But I do not believe B. U. would consider less control.

Mrs. Jordan: Would you keep the door open if you have to give up any control?

Mr. Gray: The M.G.H. Board of Directors were not wildly enthusiastic about this school. There is that in the background. It seems to me probably desirable to keep the door open by acknowledging Dr. Marsh's letter, and say we are going to give proposal more consideration, and then rush to Radcliffe. I would suspect that you could never get away from Memorial Hospital, and that will not give the M.G.H. just one school. Unless you are willing to go in for it, then you will get nowhere with B. U. I believe that the other factors in President Marsh's report are probably subject to some modification.

Dr. Faxon: We could tell him that if we agree to this proposal they can carry all the expense.

Mr. Gray. I do not think Board of Directors of M.G.H. are going to like becoming cog in large organization.

Dr. Faxon: Radcliffe does not have that same problem. If we go to Simmons then we have to merge our identity.

Dr. Means: I think I would go talk to Radcliffe and have some more conversations with them. Maybe Simmons could give us an arrangement.

Miss Wood: If some of you could go out and get us some money for a new Science Building. Think the only hitch is a question of facilities.

Miss Johnson: What about the Peter Bent Brigham.

Miss Wood. We would send all our people here for medical and surgical work.

Mrs. Jordan: Do you think the Trustees of B. U. would ever agree to any form of joint control.

Dr. Faxon: Think it is largely President who wants to be head of everything. Do not see why we could not arrange to do it as we did with Harvard Medical School. I am very sure the matter of expense can be used as an argument. In the old plan we were willing to assume it all. If he wants to set up an organization he would have to spend the money.

Miss Sleeper: I think if they plan to set up a school of nursing there they would have to carry certain overhead; then they would expect the clinical courses to be carried in each of the hospital schools. Would not expect to put any money into it.

Dr. Faxon: I would like to have an expression of opinion. How many sitting around this table think it is important to try to retain the name of M.G.H. School of Nursing.

Miss Johnson: Depends on what other half of the name is. If it were Harvard or Radcliffe everyone would say yes.

Miss Wood: Suppose we hold the 3-year program as it is, and establish a 5-year program in connection with B.U. in which we would give a diploma and they a degree, under the old Simmons Plan, we would not be accomplishing what we are after, but would not that be a way to keep the door open, and would we not, after a period of experiment, develop what we are interested in?

Miss Mesick:- Wheelock tied up with B. U. for a few years, letting B. U. give the degree, and then turned B. U. down when they could give their own degree.

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Miss Sleeper: I believe I started the idea that Dr. Faxon proposed. Students could come to us with two years of Liberal Arts College and we could give our own course here with a degree. We want to consider several things - ample money to develop facilities in all respects - an educational committee with the trustees on it so it would be an authoritative committee. No sense to do it unless we could have good possibilities for maintaining a sound program.

Dr. Faxon: It would be different from any school of nursing set-up anywhere. Would it be attractive or not attractive. We could only give a degree in nursing - could not give a B.S.

Miss Sleeper: We might if they had two years or college.

Miss Johnson: How would colleges feel?

Mrs. Jordan: I don't think it would bother them.

Miss Mesick: I agree with that.

Mrs. Jordan: I feel that this whole area is different from any other place in the United States. Would the school be set if we tried it?

Miss Mesick: It is a very interesting idea.

Miss Johnson: We don't want to be a "Middlesex" School of Nursing.

Dr. Means: It would take me a long time to get accustomed to such an idea. Throughout the country there are a lot of half baked little institutions of one sort and another, who give degrees, and I would not like to swell their number.

Miss Mesick: This is not a second rate school of nursing.

Dr. Means: Nursing education is in a different category than any other kind of education that I know of. It got off to a bad start. Nurses have been exploited by the hospitals, in order to get work out of them. That is the way it has been set up so it is a queer situation anyway you look at it. I have always thought the arrangement we have with Simmons College is close to ideal. I think it is excellent. Personally I do not feel troubled about letting a college give a degree or give the diploma. We might give an advanced diploma. They might come here and do something comparable to internship or residency, and get a diploma from the hospital. We don't worry because we have Harvard students in medicine down here. Why should we worry if we have Simmons nurses here? If it is just a matter of volunteering, and Simmons cannot give us enough students until we can raise the money for a Science Building, would you mind if we went to another place besides?

Miss Wood: Because we think if B. U. has a similar plan our best students will go there.

Miss Johnson: The girls are going to go to the colleges that give a degree. Simmons graduates are walking in to take positions that our people ought to have, because they have a degree. People want them because they are that much older and have had better science.

Miss Sleeper: Now the Simmons students stay with us just one year. Do not tend to come back here.

Dr. Means: All this seeking for a degree bothers me a little. Seems as though they were after the "trappings" of education and not the substance. I think academic degrees

should be given by institutions of higher learning only. It is a deep conviction that I cannot get away from. Even if you get permission to give a degree, you would be giving it to serve a utilitarian purpose. A degree is a recognition that you have done a certain amount of intellectual work for it. I would not want to cheapen them further.

Mr. Gray: Miss Johnson what had you wished to accomplish at this meeting?

Miss Johnson: We hoped to get the authority to explore Radcliffe further, and to keep the door open with B. U. to see if there was anything further there.

Miss Wood: I would like to see both those things done, but would like some picture as to what that door would look like. You would have to have a plan to definitely offer them if you are going to keep the door open.

Dr. Faxon: If you go back to them I think that they will set up B.U. School of Nursing open to any hospital that wants to affiliate with them. I think they will follow Simmons old one, saying where students are to go. I think the M.G.H. would not maintain any identity in the 5-year program. If we agree to this - the next step is that they have got to expect that they will be responsible entirely for 5-year program. I think that they would agree to our running the 3-year program.

Mr. Gray: I agree with you. I don't think that the M.G. H. Trustees are going to be willing to accept that without trying Radcliffe. They will be reluctant to merge identity. This is so much worse than our plan that M.G.H. Trustees are going to say "go back and work this out with someone else." I don't feel that we should present any other plan at the moment. I would say we are thinking about it.

Dr. Faxon: What can we expect from Radcliffe? - a willingness to experiment on this. That does not quite satisfy. What would you say to prospective students?

Miss Sleeper: We already offer an affiliation to Simmons for their 5-year program; if B. U. is going to set up a 5-year program, irrespective of what we wish to do, we might keep the door open by affiliating with them for that 5-year program, and at the same time we could experiment with Radcliffe.

Miss Wood: That may be just the think to keep the door open.

Dr. Faxon: Then in your prospectus would you say "We are affiliating with Simmons and B. U. for a 5-year program, and for a limited number, with the proper qualifications, with Radcliffe?"

Mrs. Jordan: Is there some new program set up in Public Health?

Miss Johnson: Dr. Means had you come in when we talked about Radcliffe giving credit on courses taught by men on the Medical School Faculty? Mrs. Jordan talked about that. Difficulty is we would get no credit for anything we taught here. If lectures were given by Harvard Medical School staff we might get credit. But Harvard has no women on their faculty.

Dr. Means. Dr. Ropes is a member of Harvard Faculty.

Mrs. Jordan: The thing I want to make clear is that people who are teaching here would not be members of the Harvard Faculty, if students were member of the Radcliffe body.

Mr. Gray: Have you got the two things you wanted? Unless there is some doubt of acknowledging the communication to Boston University.

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Miss Wood: We are doing this because we feel that the M.G.H. is not holding its rank in the upper place of schools of nursing as it once did. Are there other things that should be done to our school? Not for this committee to be sure as we are thinking of just this one item.

Dr. Faxon: In regard to that it seems to me that that is the least pressing problem. Even if we did a lot of other things we still would be hanging back. We see college schools of nursing being set up. A number of these full time. Western Reserve and Yale. In addition to that there are innumerable 5-year groups set up, New York-Cornell, Presbyterian-Columbia, Johns Hopkins Hospital. Syracuse. With all of that set up if we continue merely to give a 3-year course we shall become a second rate school, except for a few graduates who might go on. If that is what we have to face, let's face it.

Miss Mesick: It is not a matter of deterioration, but of other educational institutions progressing.

Miss Sleeper: I am so conscious whenever I go out to recruit, there gathers around me a group of girls who want degrees in nursing. I do not get the good ones to come back to the M.G.H. with me.

Motion made and seconded that

Dr. Faxon reply to President Marsh that his letter has been received, it is under consideration and we will communicate with him later.

Motion made and seconded that

Mr. Gray will report to the Trustees that further conversations will be reopened with Radcliffe to be worked out there.

May 15, 1945

Miss Johnson: Reviews what happened at March 19th Meeting and brought member of Committee up to date. Read two letters from President Marsh.

Mr. Gray: Are these the minutes of the previous meeting? Answer was "No." "Minutes of previous meeting have been sent out." Asked to have minutes approved without being read. It was voted. Mr. Gray informs members of Committee that he has attended only one meeting of Boston University Committee. That as far as he can see that it is a question of loyalty to Mass. Memorial Hospitals as far as Boston University is concerned. Asks "Is the show over with them?"

Miss Wood: Yes.

Miss Johnson: President Marsh emphasizes fact of wishing to set up their own School of Nursing. Want whole control. Want to be able to open door to Mass. Memorial. Not interested in 3-year program. We feel it would be unfortunate to close door at Boston University. May find ourselves talking with them again about 5-year course. We would give our own 3-year course. Could not be a member of Associated Collegiate Schools of Nursing, if they set up a 5-year course with us.

Miss Wood: Simmons is an active member. Was a charter member.

Mrs. Jordan: Is it difficult for a nurse to be placed in responsible administrative position if she is not a member of the Association, or is not a graduate of a school that is?

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Mrs. Jordan: I don't think it would bother them.

Miss Mesick: I agree with that.

Mrs. Jordan: I feel that this whole area is different from any other place in the United States. Would the school be set if we tried it?

Miss Mesick: It is a very interesting idea.

Miss Johnson: We don't want to be a "Middlesex" School of Nursing.

Dr. Means: It would take me a long time to get accustomed to such an idea. Throughout the country there are a lot of half baked little institutions of one sort and another, who give degrees, and I would not like to swell their number.

Miss Mesick: This is not a second rate school of nursing.

Dr. Means: Nursing education is in a different category than any other kind of education that I know of. It got off to a bad start. Nurses have been exploited by the hospitals, in order to get work out of them. That is the way it has been set up so it is a queer situation anyway you look at it. I have always thought the arrangement we have with Simmons College is close to ideal. I think it is excellent. Personally I do not feel troubled about letting a college give a degree or give the diploma. We might give an advanced diploma. They might come here and do something comparable to internship or residency, and get a diploma from the hospital. We don't worry because we have Harvard students in medicine down here. Why should we worry if we have Simmons nurses here? If it is just a matter of volunteering, and Simmons cannot give us enough students until we can raise the money for a Science Building, would you mind if we went to another place besides?

Miss Wood: Because we think if B. U. has a similar plan our best students will go there.

Miss Johnson: The girls are going to go to the colleges that give a degree. Simmons graduates are walking in to take positions that our people ought to have, because they have a degree. People want them because they are that much older and have had better science.

Miss Sleeper: Now the Simmons students stay with us just one year. Do not tend to come back here.

Dr. Means: All this seeking for a degree bothers me a little. Seems as though they were after the "trappings" of education and not the substance. I think academic degrees

should be given by institutions of higher learning only. It is a deep conviction that I cannot get away from. Even if you get permission to give a degree, you would be giving it to serve a utilitarian purpose. A degree is a recognition that you have done a certain amount of intellectual work for it. I would not want to cheapen them further.

Mr. Gray: Miss Johnson what had you wished to accomplish at this meeting?

Miss Johnson: We hoped to get the authority to explore Radcliffe further, and to keep the door open with B. U. to see if there was anything further there.

Miss Wood: I would like to see both those things done, but would like some picture as to what that door would look like. You would have to have a plan to definitely offer them if you are going to keep the door open.

Dr. Faxon: If you go back to them I think that they will set up B.U. School of Nursing open to any hospital that wants to affiliate with them. I think they will follow Simmons old one, saying where students are to go. I think the M.G.H. would not maintain any identity in the 5-year program. If we agree to this - the next step is that they have got to expect that they will be responsible entirely for 5-year program. I think that they would agree to our running the 3-year program.

Mr. Gray: I agree with you. I don't think that the M.G. H. Trustees are going to be willing to accept that without trying Radcliffe. They will be reluctant to merge identity. This is so much worse than our plan that M.G.H. Trustees are going to say "go back and work this out with someone else." I don't feel that we should present any other plan at the moment. I would say we are thinking about it.

Dr. Faxon: What can we expect from Radcliffe? - a willingness to experiment on this. That does not quite satisfy. What would you say to prospective students?

Miss Sleeper: We already offer an affiliation to Simmons for their 5-year program; if B. U. is going to set up a 5-year program, irrespective of what we wish to do, we might keep the door open by affiliating with them for that 5-year program, and at the same time we could experiment with Radcliffe.

Miss Wood: That may be just the thing to keep the door open.

Dr. Faxon: Then in your prospectus would you say "We are affiliating with Simmons and B. U. for a 5-year program, and for a limited number, with the proper qualifications, with Radcliffe?"

Mrs. Jordan: Is there some new program set up in Public Health?

Miss Johnson: Dr. Means had you come in when we talked about Radcliffe giving credit on courses taught by men on the Medical School Faculty? Mrs. Jordan talked about that. Difficulty is we would get no credit for anything we taught here. If lectures were given by Harvard Medical School staff we might get credit. But Harvard has no women on their faculty.

Dr. Means. Dr. Ropes is a member of Harvard Faculty.

Mrs. Jordan: The thing I want to make clear is that people who are teaching here would not be members of the Harvard Faculty, if students were member of the Radcliffe body.

Mr. Gray: Have you got the two things you wanted? Unless there is some doubt of acknowledging the communication to Boston University.

5/15/45

Miss Wood: We are doing this because we feel that the M.G.H. is not holding its rank in the upper place of schools of nursing as it once did. Are there other things that should be done to our school? Not for this committee to be sure as we are thinking of just this one item.

Dr. Faxon: In regard to that it seems to me that that is the least pressing problem. Even if we did a lot of other things we still would be hanging back. We see college schools of nursing being set up. A number of these full time. Western Reserve and Yale. In addition to that there are innumerable 5-year groups set up, New York-Cornell, Presbyterian-Columbia, Johns Hopkins Hospital. Syracuse. With all of that set up if we continue merely to give a 3-year course we shall become a second rate school, except for a few graduates who might go on. If that is what we have to face, let's face it.

Miss Mesick: It is not a matter of deterioration, but of other educational institutions progressing.

Miss Sleeper: I am so conscious whenever I go out to recruit, there gathers around me a group of girls who want degrees in nursing. I do not get the good ones to come back to the M.G.H. with me.

Motion made and seconded that

Dr. Faxon reply to President Marsh that his letter has been received, it is under consideration and we will communicate with him later.

Motion made and seconded that

Mr. Gray will report to the Trustees that further conversations will be reopened with Radcliffe to be worked out there.

Miss Phyllis's Copy
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MASSACHUSETTS GENERAL HOSPITAL

SCHOOL OF NURSING COMMITTEE ON AFFILIATION WITH EDUCATIONAL INSTITUTION

Luncheon Meeting, October 17, 1945

A G E N D A

1. Call to order.
2. Minutes of previous meeting.
3. Review of events since the May meeting.
4. Consideration of factors essential to the sound establishment of the program
 - a. Organization, control and administration of the program.
 - b. Costs.
 - c. Fees.
 - d. Endowment
 - e. "Gentlemen's" agreement.
5. Recommendations to the Trustees relative to the program

Meeting of Mr. Gray's Committee

October 17, 1945

Mr. Gray Can we approve the minutes of the last meeting as circulated?

(The motion was made and seconded to accept the minutes of May 19, 1945 meeting as circulated.)

Miss Johnson. Reviews steps since May 19th meeting of Committee. Reads letter from President Jordan. Tells members of Committee about the press release.

Mr. Gray Do I understand that you have worked and passed upon the publicity?

Miss Johnson I am just coming to that. Reads press release and states that it will be in newspapers on Sunday, October 21, 1945.

Mr. Gray Only two things occurred to my mind while Miss Johnson was reading her review. One is - you do not say that these girls get any vacation.

Miss Sleeper We are saying that in the material going directly to the girls. Did not appear in the newspaper release. We have put in in our catalogue. It comes to 12 weeks during the Radcliffe years, and it is 4 weeks during the Hospital years.

Mr. Gray Then the other thing - the word "substantial" financial help.

Dr. Davis Did the Trustees vote to give financial help?

Mr. Gray They know they are going to give them something.

Dr. Faxon Report pointed out that -----

Miss Sleeper It came over to us "substantial scholarships. We changed it to substantial financial aid.

Mrs. Homans I am bothered by the word substantial. I would favor taking it out.

Miss Sleeper The catalogue did not use that word -----

Miss Johnson It has already gone out.

Mr. Gray I think that is all right --- What do you mean it has gone?

Miss Johnson It has gone out to the Radcliffe Office.

Mr. Gray You should take out that word.

Miss Mesick What do you do for the girls now? Do you have substantial scholarships for them.

Miss Johnson 6 a year.

Miss Mesick Would the new girls have that?

Mrs. Jordan ---that is what substantial means.

Mr. Gray You could call up Mrs. Blackall

Miss Wood. I do not believe you need to worry about it - if you do not continue to use the word.

Mrs. Homans. If it's gone it's gone.

Miss Johnson. Resumes review ----- That is where we are to date. We have gone on from there to prepare suggestions for a budget etc.

Mr. Gray Any questions at this time?

Miss Wood I may have been thinking ahead. Does it mean the college requires just as many hours for their degree?

Mr. Gray They are getting the Radcliffe degree in $3\frac{1}{2}$ years.

Miss Sleeper And have done 4 years of work.

Dr. Means What about vacations?

Miss Sleeper 12 weeks during the Radcliffe years. During two hospital years, 3 weeks, unless we increase our vacation allowance to 4 weeks per year.

Miss Mesick. Where does it so so here?

Mrs. Jordan. Xmas and September included.

Dr. Means Are you filling up the Radcliffe vacations with training?

Miss Sleeper President Jordan was interested in trying the training in the first summer in order to screen the girls. They will get 5-6 weeks before going back to college. During next two summers Radcliffe takes over.

Miss Mesick. Screening period very important thing.

Miss Sleeper We are going to have them three hours a week during whole Freshman year for unprepared work.

Miss Wood There is a disadvantage having them during the first summer, as they do not continue it until the 4th year.

Miss Sleeper In setting up the Agenda we listed several factors. In taking this up I am changing the order somewhat. I would like to start with the Gentleman's Agreement. When we were working on plans for B. U. we set up a proposal. We have made no such start with Radcliffe. This statement of the general agreement as it is set up here has not been presented to Mr. Jordan. Before it goes to Radcliffe we want it to have your suggestions, and we think that we should have also the Trustees suggestions. (Reads the Agreement.) Have talked with Mr. Jordan about the first Committee. ---Administrative Committee ---Joint Admissions Committee --- Discusses fees.
Total costs \$500.00, including various fees for library, books etc.

Mr. Gray You say they have to pay Radcliffe during the time they are here - during the 12 weeks?

Miss Sleeper \$450.00

Mrs. Jordan Comes to \$1000.00 a year.

Miss Sleeper Could try to earn some money. Only time they would have to work here will be first year. Second year carry only 4 courses.

Mrs. Jordan: To get board and room from a family, student is supposed to give three hours a day. Think it would be in the realm of possibility you could get a job or two.

Mr. Gray Is this right? \$1000.00 for Radcliffe for five years?

Mrs. Jordan 4 years of education at \$1000.00 a year.

Dr. Faxon Cheap.

Miss Mesick What they would have to pay at Radcliffe anyway.

Miss Sleeper Regular Radcliffe fees, adding \$500 for nursing education. Our present students pay \$160 for everything.

Dr. Faxon That is all reckoned in.

Miss Sleeper Our present students pay only \$160.00

Dr. Davis A year?

Miss Sleeper No, for three years. We are going to send a recommendation to the Trustees that the present fees be raised.

Miss Mesick Nursing education has always been inexpensive.

Mrs. Jordan About substantial scholarships. It is the hope that people who could not afford to go to college will be able to go under this plan.

Dr. Faxon I would like to go back to the organization. It seems to me you have a division of responsibilities of committee one to another. You have first of all the Joint Trustees Committee. Then you come on down and have an administrative committee. You should state who that Committee is responsible to. I think that should be put right in there. Then you come down to the next committee, which is really a subcommittee of that committee. Don't you think? The diagram shows it, but the reading matter does not. The writing should correspond to the diagram.

Mrs. Homans The third committee is just a subcommittee responsible to the Administrative Committee.

Mr. Gray I think you should put in writing the fact shown on your plan.

Miss Sleeper In talking with Mr. Jordan about scholarships, he said that from experience with Radcliffe students it would be estimated that $\frac{1}{4}$ of the students would not need aid, that $\frac{1}{4}$ would be eligible for Radcliffe scholarships, that there would be another 4th that would probably need substantial aid, and still another 4th that we would not finance in the form of scholarships, but who we might be able to help through loans of some sort. (Goes over plan for School)

Miss Sleeper con't. In talking with Mr. Jordan about the loans, because we had no conception as to how to go about them - he suggested we ask Mr. Gray who we could talk to.

Mr. Gray The business manager at Radcliffe could help on that.

Dr. Means. The Medical School has a revolving loan fund. Mr. Morris would be able to tell you.

Miss Mesick We have an excellent one at Simmons.

Miss Wood Talking about the number of people who apply for scholarships. You will find that many of the Radcliffe students work all summer long. Will you be able to work under this plan?

Miss Sleeper That is why we are adding this quarter - one quarter here and one quarter to Radcliffe. Radcliffe runs nearer to one third than one quarter for scholarships. They have some scholarships that run over \$1000.00, but Mr. Jordan feels \$1000.00 enough for these students. We started with \$200.00 in the first year, but Mr. Jordan talked with me again last night and said that as he thought about it he felt that \$1000.00 was better for the first year, and distribute the second one between the third and fourth year.

Dr. Means Do you mean that a girl enters Radcliffe and gets \$1000.00 immediately for the first year? Suppose she gets ill, or decides at the end of her first year that she does not want to be a nurse. What does she do?

Dr. Faxon She has to repay it.

Miss Wood There would have to be strings to it. I believe there should be first year loans only.

Miss Mesick It is going to take a great deal for a girl to pay back \$1000.00. Suppose she gets into the second year and then drops out?

Dr. Faxon If it is sickness I think we will have to let that go, but if she changes her mind that is another thing. President Jordan felt that we are vitally anxious in having this thing go. In order to start it out we would have to subsidize it to a certain extent. We would have to gamble on the selection of these people. Perhaps later we could change.

Miss Mesick I suppose this sum seems big because we have such small scholarships at Simmons.

Mrs. Jordan It is something like Harvard. They must have many disappointments. Our idea is to follow up all over the country people who could not afford it, but who have ability.

Miss Mesick No doubt they might be carefully selected, but perhaps they will not want to be a nurse.

Dr. Davis What if we change to loans?

Miss Mesick The girls won't take loans.

Dr. Davis Then what are you going to do?

Miss Wood I would suggest 5 \$500.00 scholarships.

Dr. Faxon I think that is a reasonable suggestion.

10/17/45

Mr. Gray You would be spreading your risk.

Dr. Faxon That might contribute toward reducing the amount to 3 in the 4th year.

Miss Sleeper ~~Dr. Faxon~~, Mr. Jordan felt the need was going to become greater in the 3rd and 4th years, and you were more certain of your investment at that time.

Miss Mesick Do you think that a \$500.00 scholarship would attract girls to Radcliffe?

Mrs. Jordan Definitely, but I think that \$1000.00 would be very attractive. Westinghouse scholarship etc. are all very high. Usually you find young people very responsible about taking scholarships. Five scholarships at \$500 is a very good solution. I would hate to see them all turned into loans.

Miss Johnson Our students will not borrow.

Mr. Gray I would think that before we go ahead and appropriate \$10,000.00 for scholarships we would have to present that to the Trustees. Are we clear about whether we wish to change the thousand dollars to two five hundred dollars?

Miss Wood Could we leave that total sum to the judgment of the scholarship committee?

Mrs. Homans. Leave it elastic in the beginning.

Miss Sleeper May I be sure I am clear? That we are going to suggest that the sum provided be the total as listed here and left to the scholarship committee to be divided according to the needs.

Dr. Faxon I would suggest that we set up a plan of scholarships to be administered by a scholarship committee with the understanding that that committee could modify and change that amount.

Dr. Means I think that sounds much better.

Miss Sleeper Relative to the loan fund. All we have suggested here is that one be set up.

Mr. Gray Do you expect to lose money on that?

Miss Johnson Very little Mr. Jordan says.

Miss Mesick That would depend on how such a fund is administered.

Miss Sleeper Here is the summary of income and expenses. Revision of sheet given at the time of Boston University. Fees for the students have risen in this one by several thousands. There is a considerable rise because it includes not only the fees of the 5-year students, but also includes a rise in the fees for 3-year students, plus \$10.00 book and library fee. Estimate of student services below other of course, because with B. U. plan students were here $2\frac{1}{2}$

Mr. Gray: I'm sorry to hear that.

Mr. Brown: That might be a good thing to do in the future.

Mr. Brown: I'm sorry to hear that. I'm sure you will be able to handle it.

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years, and when there were through the preliminary years' work were on the wards more. Also the number is undoubtedly smaller. Salaries for the Boston University plan were \$77,000.00, and at that time, if you remember, we were planning having all of our sciences taught at Boston University. Now all sciences will be taught here, so we had to put back science instructors which are 3 and we had to add to the cost of salaries recruiting officer, and that brought us up to the \$88,741 - about \$10,000.00 additional. Supplies have risen by \$1000.00 because we put in \$1000.00 for travel and publicity material, brochure and recruiting officer.

Dr. Faxon - - - - - gone down (I did not get the first part of what he said.)

Miss Sleeper Student maintenance has decreased. Scholarships have been added. When we balanced our incomes against expenses for the B. U. plan we practically balanced. In this instance, largely because of the decrease in student services and increase in salaries, we have risen by about 14,000.00. The other sheets which follow are explanatory to this one.

Dr. Davis I am worried about the recruiting officer and publicity officer. This plan is in answer to a very definite demand for this sort of thing. Therefore, does it need recruiting and publicity?

Miss Sleeper Yes - for a brochure and to advertize for best girls all over the country.

Mrs. Jordan Also publicity to get them away from Yale.

Mr. Gray: Talked to Mr. Jordan about recruiting. He thought it was very important to have - to find them and to screen them.

Miss Sleeper We may not need to go on for ever.

Miss Wood Probably would not need this item on the budget after the first year.

Dr. Means Why doesn't the College teach more of the sciences than it does.

Miss Sleeper We had hoped they would. The cannot give us credit for any courses that they do not have. We had a second problem - the possibility that sciences might be taught by Harvard instructors - that brought up the problem that if girl was concentrated in English, if she was going to take psychology she would have to have prerequisites. It seemed simpler to teach them ourselves.

Dr. Means You cannot say that someone who is going to take these courses has got to have certain courses? Could I ask this? Perhaps it is a stupid question. What would a girl gain in this over one who went to Radcliffe regularly? She could get a degree in three years couldn't she. You can get through Harvard in three years.

Miss Sleeper She could if she went to two summer sessions.

Dr. Means You could at Harvard without summer sessions. Suppose she did get her degree at Radcliffe in three years, then if she went three years to your regular school would she be any worse off than the girl who tries this?

Miss Sleeper Very few young women want to come to us after they have graduated from Radcliffe or other colleges of that type.

10/17/45

Dr. Means I can see the advantage to us, but what is the advantage to the student?

Miss Wood This gives her a chance to find out something about nursing. Very big attraction to have some summer work.

Dr. Means I was trying to put myself in the place of a girl entering the course.

Mrs. Jordan One girl Mr. Jordan talked to in Providence last week is delighted. Wants to become a nurse and her father wants her to have a degree.

Miss Sleeper The time element means a lot to girls of that age.

Miss Johnson Dr. Means has put his finger on the situation.

Dr. Davis Is not the advantage that when a girl comes to the hospital she does not come as our probationers do, but she comes familiar with the Hospital? She will have had several courses here.

Miss Sleeper It will help.

Dr. Means I think it would be a good thing for Freshmen in Medical School to do some work as ward attendants.

Miss Sleeper Could we move on to the recommendations? We are going to have great criticism because of length of course, because trend has been from five to four years.

Mr. Gray Let's go on to the recommendations.

Miss Johnson (Reads the recommendations.)

Mr. Gray Do we all approve recommendation #1? APPROVED

The plan for fees for students - Are there any questions about the scholarships and loans as they were discussed?

Additional personnel and equipment - we did not talk about that

Miss Sleeper Had that in salaries - in the figure for salaries - additional personnel were put in at the time the B. U. budget was presented. Included additional supervisors, medical, pediatric, evening supervisor, so that there will be additional people to work at the bedside with the three and five year students. Would like to raise our standards. Other person included is the recruiting officer, which has already been granted. Equipment includes class room, and especially laboratory equipment. Not on level which five-year students should be taught.

Dr. Faxon I think it is fair to say that the arrangement is conservative. Even if this plan had not gone through the nursing school would have presented to Trustees additional sums for personnel anyway because they felt that the teaching or that the facilities of the school were not satisfactory as it is. I don't think that I could pull right out of the air the numbers of these people the School could have asked for or the amount, but I think it would have been 2/3. (Increase over annual budget)

Miss Sleeper The net increase under the B. U. plan was 16,000, and to that we have added about 10,000 more. It brings it up to about 27,000.

Miss Sleeper con't. That is about where we are now.

Dr. Faxon That is not what I meant. Supposing we did not have any plan with Boston University or Radcliffe. You were going to recommend that something additional be added to the budget. What part of this \$85,000 would that have been?

Miss Sleeper That would have been about \$16,000.

Dr. Faxon Then, in order to carry this through with Radcliffe you are adding \$60,000?

Miss Sleeper We are adding only about \$13,000.

Dr. Faxon I am pointing out that the Radcliffe scheme is going to add \$16,000 plus \$10,000. That is as I see it in dollars and cents. Is this plan worth \$26,000? I believe it is.

Mr. Gray How do you reconcile this with the expenses listed in this material?

Miss Sleeper Reconcile it with the fact that before I broke even - now we have added this additional-----

Mrs. Homans What is the difference between these two?

Dr. Faxon It is all this more. Supposing we had no Radcliffe program - you would have these additional people. It would be put up to you anyway, in order to improve our three-year school and to bring it up to scratch it would be about \$68,000. They have added \$20,000 to affiliate with Radcliffe.

Miss Sleeper No Dr. Faxon - I'm sorry-----

Dr. Faxon Perhaps I am confusing the issue. I would say to the Trustees "Regardless of whether or not you had a Radcliffe plan or not, you would have to spend so much more money (more than has been spent annually up to now) The difference you would have to spend for only the three-year school and now with the five-year school is

Miss Sleeper In the vicinity of \$20,000. When I say \$20-25,000 I am saying it is that much more for Radcliffe because it includes additional salaries and \$10,000 for scholarships. If we take off \$10,000 for scholarships we are spending extra for salaries \$15,000.

Mrs. Jordan. What Dr. Faxon means is - if there is no Radcliffe plan or B. U. plan, how much money would you ask of the Trustees for the School?

Miss Sleeper About \$30,000.

Mrs. Jordan This sheet is very misleading.

Miss Sleeper This is not set up to show how much more this is going to cost us.

Mrs. Jordan It is going to cost \$14,000 more.

Miss Sleeper The Hospital has never figured the cost

Mr. Gray Are we all agreed that when it goes to the Board of Trustees we must have a financial breakdown? The Trustees will ask these questions.

12/17/40
Dr. Faxon If we point out to the Trustees that without this plan the School is doomed to extinction ---

Mrs. Homans The Trustees have got to know about the money.

Dr. Faxon Very well - here is your expense and here is your income.

Mr. Gray We are not going to be able to solve this question here - All in favor of having an endowment?

Miss Sleeper. Is there anything we could do to start the program rolling?

Mrs. Jordan Didn't Miss Sleeper tell the Trustees it would be \$27,000 additional and the Trustees voted it?

Dr. Davis Do you think as this plan goes on it is likely the courses will be shortened?

Miss Johnson Not until Radcliffe will give some credit for work which is done in this School of Nursing toward their degree.

Dr. Davis But President Jordan said in his letter that there would be modifications.

Miss Sleeper All of their courses are Harvard courses.

and
Miss Wood Don't you suppose that as time goes on/they are convinced that this is a good force to have in the College ----

Mrs. Homans It is a Harvard question. You have got to sell the School of Nursing to Harvard to have them make these modifications. And you will have to have some very good girls. They have taken girls into the Medical School. That is a tremendous step.

Mr. Gray Well, Miss Johnson, I will have to go along now.

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